

**LEMON GROVE CITY COUNCIL
AGENDA ITEM SUMMARY**

Item No. 2
Mtg. Date April 7, 2015
Dept. City Manager's Office

Item Title: 2015 City Council Priorities

Staff Contact: Graham Mitchell, City Manager

Recommendation:

Provide direction to staff on the City Council's 2015 priorities.

Item Summary:

On February 24, 2015, the City Council held a Strategic Planning Retreat, facilitated by Peter B. Stark. The purpose of the retreat was to begin a dialogue on common visions shared by City leaders and to identify priorities that garnered consensus.

The purpose of this agenda item is to summarize the priorities identified during the retreat and to establish goals/tasks related to the priorities. These goals/tasks will become the "workplan" for the upcoming year, help staff prepare the upcoming budget, and help staff and the City Council maintain focus on the identified priorities. The staff report (**Attachment A**) provides a brief overview of the retreat discussion and suggests potential workplan goals for 2015.

Fiscal Impact:

None.

Environmental Review:

- | | |
|---|---|
| <input checked="" type="checkbox"/> Not subject to review | <input type="checkbox"/> Negative Declaration |
| <input type="checkbox"/> Categorical Exemption, Section | <input type="checkbox"/> Mitigated Negative Declaration |

Public Information:

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> None | <input type="checkbox"/> Newsletter article | <input type="checkbox"/> Notice to property owners within 300 ft. |
| <input type="checkbox"/> Notice published in local newspaper | <input type="checkbox"/> Neighborhood meeting | |

Attachments:

- A. Staff Report
- B. Strategic Planning Retreat Summary

LEMON GROVE CITY COUNCIL STAFF REPORT

Item No. 2

Mtg. Date April 7, 2015

Item Title: **2015 City Council Priorities**

Staff Contact: Graham Mitchell, City Manager

Discussion:

On February 24, 2015, the City Council held a Strategic Planning Retreat, facilitated by Peter B. Stark. Prior to facilitating the retreat, Mr. Stark met individually with Councilmembers and department directors to gauge concerns and interests regarding City Council priorities for the upcoming year. The purpose of the February 24th retreat was to begin a dialogue on common visions shared by City leaders and to identify priorities that garnered consensus.

The purpose of this agenda item is to summarize the priorities identified during the retreat and to establish goals/tasks related to the priorities. These goals/tasks will become the “workplan” for the upcoming year, help staff prepare the upcoming budget, and help staff and the City Council maintain focus on the identified priorities.

Vision and Priorities

During the retreat, the City Council began a discussion on its vision for Lemon Grove. Three components of a vision emerged—“Live Here,” “Work Here,” and “Play Here.” For each vision component, participants at the retreat listed visioning statements that further help define the vision. The list of visioning statements is included in the Strategic Planning Retreat Summary (**Attachment B**), prepared by Mr. Stark.

After a brief discussion on visioning, the City Council and staff discussed priorities for the upcoming year. It is interesting to note that the priorities fit in with the three vision components. Overall, six priorities were identified in the following rank order:

- 1) Economic Development,
- 2) Clean Up of the City, Neighborhoods, and Website,
- 3) Infrastructure,
- 4) Public Safety,
- 5) General Plan, and
- 6) Recreational Opportunities.

The Strategic Planning Retreat Summary includes lists of potential goals associated with each of these six priorities. Also, since the retreat, the City Council has reviewed the General Plan Annual Report, which may have prompted additional ideas for priorities in 2015.

The following section of this staff report provides a summary of incomplete tasks from the previous year and introduces goal suggestions for the upcoming year for each of the identified priorities.

2015 Priorities & Goals

Because staff recognizes that individual City Councilmembers may define each priority differently, staff presents suggested workplan goals for further discussion by the City Council. These suggestions are based on the retreat discussion and other insights. Prior to addressing

Attachment A

2015 priorities, the staff report summarizes the goals that remain incomplete from 2014. Most of the incomplete priorities fit within the 2015 City Council Priorities.

2014 Priorities & Goals

In 2014, the City Council identified five priorities (Community Programs/Services, Economic Development, Public Safety, Infrastructure, and Miscellaneous) and 32 related tasks. Tasks either not completed or in process include:

- A follow-up discussion on Keys to Housing,
- Smoke shop zoning analysis,
- Lemon Grove Avenue Realignment (ongoing, multi-year tasks),
- Main Street Promenade Extension (ongoing, multi-year tasks),
- Sidewalk Incentive Program (in process),
- CIP with more maps, photos and regular updates on the web, and
- Housing Element obligations (scheduled in next few months).

Staff recommends that the City continue its efforts to complete the Lemon Grove Avenue Realignment project—including securing utility easements, modifying underground districts, final determination on vacated right-of-way, and advertising bids for construction. Staff also recommends completing the design of the Main Street Promenade Extension (Connect Main Street) and continuing to seek funding for implementation phases. Finally, staff recommends continuing the sidewalk incentive discussion, presenting Housing Element obligations, and creating a more “user friendly” CIP. These projects tie into the 2015 City Council priorities identified at the retreat.

Economic Development

Economic Development was one of the priorities that attracted the most interest from the City Council. Based on the discussion at the retreat, the concept of economic development has varying meanings to the City Council ranging from increasing the sales tax base, to increasing shade and trees, to parking regulations, to attracting new businesses (just to name a few). Based on the retreat discussion, 15 different potential goals were listed as part of economic development (see **Attachment B**, page 2).

Staff recommends that the City Council focus on three to four goals related to the Economic Development priority with a focus on growing and attracting businesses to Lemon Grove. Some specific goals the City Council could consider include:

- continuing to work with the East County Chamber of Commerce on business attraction and support,
- supporting businesses that are interested in exploring a business assessment district,
- determining niche businesses that could be attracted to Federal Boulevard, and
- identifying areas for which different parking regulations should be considered.

Once the goals are narrowed down, staff can present a plan to accomplish each of the goals for further discussion by the City Council.

Clean Up of the City, Neighborhoods, and Website

The second priority identified by the City Council was enhancing the appearance of the City. Based on the City Council discussion this included physically cleaning the community (trash, shopping carts, graffiti), making street improvements (sidewalk and street paving), and addressing issues such as carports and the City’s website. During the retreat, several

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strategies were discussed, including additional community clean-up events, adding more street trees, the formation of a business improvement district, and finding homes for the homeless.

Prior to the retreat, staff conducted an internal survey of City staff that measured which factors have the greatest degrading impact on the appearance of the City—staff feels that this list may be useful to the City Council in considering potential goals. The top ten factors included:

- Dilapidated business facades and signage,
- Transients around busy intersections,
- Material and vehicles stored in front yards,
- Southside of Broadway (“parking wars,” parking lot maintenance, private walk, facades),
- Graffiti,
- Lack of sidewalks, curb and gutter,
- The view of North Avenue from SR-94,
- Sidewalks in the commercial districts are dirty,
- Abandoned shopping carts, and
- Unmaintained private property landscaping.

Staff recommends that the City Council identify several issues it wishes to address in 2015. Once the issues are addressed, staff can present various strategies to accomplish the goal of the City Council.

Infrastructure

During the infrastructure discussion, the City Council addressed topics such as considering or planning for traffic calming measures, introducing the concept of “complete streets,” seeking grant funding to escalate CIP projects, and identifying strategies to make it easier for private property owners to make improvements. Additionally, the City Council discussed enhancing the user’s experience of streets, considering locations for “road diets,” and increasing walkability. Several of the infrastructure discussion items tie in with the General Plan discussion, specifically the notion of “complete streets.”

Several of the ongoing or unfinished goals from 2014 (identified on page 4 of this staff report) also relate to infrastructure: Lemon Grove Avenue Realignment, Main Street Promenade extension (“Connect Main Street”), the sidewalk incentive program, and creating a more user friendly CIP. Also, if the City is successful in several of the grant applications that have recently been submitted, there will be a need to re-direct staff time toward working on grant-funded projects.

Staff recommends that the City Council identify several goals it wishes to accomplish in 2015.

Public Safety

Three topics were specifically addressed regarding the priority of public safety: enhance the perception of Lemon Grove as a safe place, continue to encourage participation in the Crime Free Multi-Housing program, and develop a plan regarding homelessness.

One of the suggested strategies that came from the Public Safety Working Group was the marketing of the Crime Free Multi-Housing Program. Staff suggests that work continue on promoting Crime Free Multi-Housing participation. The City Council has directed staff to provide an update on its efforts regarding the marketing of the Crime Free Multi-Housing program—this update will occur in August.

Staff recommends that the City Council address several additional goals related to public safety.

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General Plan

The City Council discussed two potential goals regarding the General Plan priority. First is to begin putting aside funds for the eventual General Plan update. Staff estimates that the cost of a full General Plan update could be as low as \$400,000 or as high as \$2 million, depending on the scope of work and the level of outreach. The City has applied for several grants that could provide data collection for portions of the General Plan update (i.e. circulation data). If these grants are awarded, the overall cost of the General Plan update could be reduced. In addition to setting aside funding, the City could also begin a search for grants to help fund this project.

The second comment raised during the General Plan discussion was the thought of conducting a review of the General Plan twice each year. Currently, the General Plan is reviewed by the City Council annually, as required by State law. At the last review, staff was directed to distribute the previous review to the City Council prior to next year's City Council priority setting workshop.

Staff seeks direction on goals related to updating the General Plan.

Recreation Opportunities

The last priority identified by the City Council was increasing recreation opportunities. Specifically, the City Council discussed using volunteers to keep the cost to operate programs low, seeking recreation grants, and seeking more collaboration opportunities with school districts and the County library to make facilities available or to operate programming.

In August 2014, staff met with representatives of the YMCA about establishing a youth basketball league at the Recreation Center. The basketball program would augment the judo and pee-wee sports programs currently offered. The YMCA marketed the program through the schools and offered two free basketball clinics. Through these efforts, only twenty Lemon Grove youth signed up—not a sufficient number to run a league. As such, the program never launched.

Since the retreat, staff has been in discussions with STAR/PAL (a non-profit organization aimed at “providing free programs for underserved and at-risk youth in San Diego that are led by law enforcement officers. These programs focus on violence prevention, mentoring, leadership, civic engagement, outdoor enrichment, and physical fitness”). Also, the HEAL Zone Steering Committee has formed a working group to explore increasing recreational opportunities.

Lastly, as was discussed at the March 17th City Council meeting, staff is working with Lemon Grove School District staff to update a joint use agreement to expand public usage of the fields and courts behind the Recreation Center after school hours. A draft joint use agreement will be presented to the City Council before August 2015.

Staff recommends that the City Council provide direction to staff on several goals it wishes to accomplish in the next year related to increasing recreational opportunities.

Conclusion:

Staff recommends that the City Council provide direction to staff on its 2015 priorities.



City of Lemon Grove Strategic Planning Retreat *February 24, 2015*

What Are Your Expectations?

1. Out by 8:30 p.m.
2. List of goals reasonably achievable
3. Outline priorities and outline work plan
4. Achievable goals
5. Provide direction to staff
6. Statement of our vision and priorities to give to staff
7. Understanding by all that we have limited resources and time

What Will it Take to Meet Your Expectations?

1. Start with what we have – get the easy stuff out of the way
2. Focus on the broad vision
3. Keep moving – stay out of the weeds
4. Have fun!

Vision Components:

- **Live Here**
 - City of working people who want to stay in Lemon Grove long term
 - A place you never want to leave
 - We are a connected, strong community where people seek to live
 - A beautiful city
 - Lemon Grove has a reputation as a great place to live
 - Opportunity for great home ownership that is centrally located
 - Great quality of life for everyone to enjoy
- **Work Here**
 - Vibrant downtown village
 - Quaint restaurants and shops
 - Hub for small manufacturing and businesses in our commercial zone
 - Economic growth and financially secure
 - Redevelopment
 - Innovative city
- **Play Here**
 - Clean, safe walkable and bike-able neighborhoods
 - Paved streets and sidewalks
 - Maintain community character while moving ahead to better future
 - Gateways, monuments and signage

Attachment B

- Parks and recreation facilities for all ages
- Recreational opportunities that are family oriented
- Safe, drug free community with low crime rate

Independent Concepts:

- Nurture community bonds
- Inform the people outside Lemon Grove about great opportunities

Priority Goals:

- Economic Development **** ###
 - Increase gateways to the city
 - Increase sales tax base and shopping
 - Niche businesses or industry (2)
 - Vibrant downtown
 - Greater diversity of restaurants
 - Increase jobs (2)
 - Increase gathering places
 - Increase shade and trees
 - Business improvement
 - Parking regulations
 - Marketing incentives working with the chamber
 - Staff person solely focused on economic development: grants, philanthropy
 - Attracting new businesses
 - Strategic or marketing for specific focused areas – Downtown and Federal
 - Activities for our residents - stores where our residents want to shop

Secondary Long-Term Goals:

- Clean up neighborhoods, city and website**(*) #
 - General physical cleanup: trash, shopping carts, homeless trash, gateways, utility poles, and bus stops
 - Website more user friendly, transparent and easy to find things
 - More community events that involve clean up
 - Reduce graffiti
 - Encourage pride of ownership
 - Homes for homeless
 - Add more shade and more trees
 - BID's
 - Street improvements – sidewalks, pavement
 - Carports

Attachment B

Infrastructure ^(*) #:

- Traffic calming
- Complete streets – Madera
- CIP funding including grants
- Make it easier for private owners to make improvements
- Enhancing user experience of the streets: road diets; increase walkability

Public Safety **:

- Enhance perception and tell our own story
- Crime free multi-housing
- Develop a homeless plan

General Plan **::

- Put money away to make happen in 2016
- Begin biannual review of general plan

Recreation Opportunities **::

- Use volunteers to help keep programs affordable
- Grants
- Collaborate more with school district and the county library to make facilities available

Legend: * = Council vote; (*) = Staff vote; # = Council priority